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For instance, though the Reference Division on-board strength has only risen to a total of 25X1A [redacted] people, against an authorized total of 25X1A [redacted] ~~more than~~, further developmental and operational progress has been achieved. With regard generally to what was [probably] the single most important developmental target, the design of the "all-inclusive" unified coding scheme/system and ~~the~~ hardware/~~machine~~ for ~~input of~~ the retrieval and bibliographic print-out system (Intellofax) had been

brought to near completion. The Community-oriented
1 document coding plan had been developed by library and ADP personnel to the point where it
was ready for implementation
but continued reluctance
on the part of other agencies
to adapt to the common
system had virtually
decided Agency planners
to go ahead on their own.
Similarly, the design of special machines to handle machine [illegible]
1 the coded documents had reached a crucial
point by the end of the
year. The systems effort

had inspected equipment produced by R.C.A., Eastman Kodak and many other companies; had investigated systems and machines in use in other agencies. None met the Center's requirements as well as the proposed

25X1A

[redacted] approach. An overall plan and funds to develop and produce the special equipment were approved on 4 December and the contract was let

25X1A

with [redacted] Jan 48 - the following month. Operationally, the Registers were also beginning to function with more effectiveness. By the end of the year their data bases, while still unimpressive in size, had nonetheless grown to usable proportions. Some of these document collections were already under machine control while others were manual files, pending final development of the master coding scheme. The Int

Documents Division (Library), for instance, had hand-filed 25X1C [redacted] documents by source and among the other Registers, IBM punched card techniques controlled almost 25X1C [redacted] names in BIR, about the same number of foreign industrial installations in FIR and almost 25X1C [redacted] domestic sources of foreign intelligence (organizations and individuals) in CCR. From these *data* bases, the Registers had begun to provide CIA and the other IAC members

with the reference ser
that would characteri
their operations for de
to come. With a staff
23, for example, the Dete
Documents Division ~~[illegible]~~
in November
serviced 299 requeste
and in December a sig
cant CIA Instruction lo
centralized the accountat
and procurement of all
foreign and domestic
books in the new librar
ending uncontrolled in
pendent purchasing b
Agency users. Similar

the other Registers ha ~~finally~~ moved into a primary operating m Most active were the Co Control, Biographic & ligence and Foreign dustrial Registers, w December personnel to

25X1A

stood at [redacted] respectively. BIR was now unofficially recognized as th focal point for biograp information on foreig scientists and techno gists and preliminary action had been initia

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to formally delegate the
biographic responsibility
to the Reference Center's Biograph
to CIA -- that is, Register. Lead
capable of providing more
token service was the Biog
Materials Division. The
of the Registers to be develop
BMD, working with C
Index specialists, had
completed its procedu
and coding plans and had
recently begun to function
its staff of eight. The Central Ind
had only five people on loan
with the help of a
least the four IBM

consultants, had ma
~~a surprising~~ considerable progress. I
addition to completing
hardware design of th
main index, storage
retrieval system and
sharing in the developm
of the "unified" document coding
scheme with library
personnel, the small u
had begun machine index
current material in the
FBIB Daily Report at
the rate of 500 cards pe

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after ~~having~~ eliminat
the three-month back
it had inherited in
August; was key-pun
machine indexes to
and pictorial mater
for G M D; and [wa
automating personnel
records for A&M's Perso
Division, as well as
coordinating the utiliz
of machines for the entir

From the outset, the
Central Index had been
directed by [redacted] 25X1A

who, as previou

noted, had been one
first people recruited
25X1A
[redacted] in March 19
25X1A
His deputy, [redacted]
25X1A
[redacted], had joined CIA
November of the same
25X1A
Previously, [redacted] ha
worked briefly for IB
before joining State
partment and serving
consular tour in
His forte was organ
and administration
25X1A
[redacted], with 15 years of
perience in his field

was the machine su

expert. The two of th
along with people t
25X1A the Librarian's 25X1A
[redacted] and [redacted]
25X1A [redacted], were the prim
designers of the Refer
Center. Originally a
25X1A
the ONI Library, [redacted]
had transferred to C
in December 1946 as
Librarian in OO's Forei
Document Division. Fi
months later he was
assigned as the Refer
Center's Chief Librarian
(later CIA Librarian) wi
complete authority

the library's plann
staffing, organizatio
and management. S
ilarly, the Central C
Register had also be
under single leadersh
its inception.
25X1A
[redacted]
25X1A
[redacted] had ~~mo~~
ntered
~~over~~ ~~from State~~ ~~to~~ C
in November 1946, a
25X1A
with [redacted], and
was immediately
appointed by the latte
to organize CCR. Th
25X1A
[redacted] was chi

the [illegible]

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division, having serve

in that ~~[illegible]~~ for

since July 1947, an

25X1A

[redacted] wa

apparently the key officer in

~~director of~~ the Foreign

Industrial Register.

~~remain so until Franklin R. Brown Jr., [illegible]~~

~~July~~. Among all the

Registers, BIR alone

still without continuing

[illegible] ship at the close of the year

From about May, 25X1A [redacted]

25X1A

[redacted] had served though

apparently without

as the focal point for

activities in BIR. He wa

25X1A

[illegible] [redacted]

25X1A

by [redacted], fr the Department of State, who would serve as acting chief for the first quarter of the year ~~by~~ and subsequently ~~returning~~ to the Department for the remainder of 1958,

25X1A

[redacted] and, from about

25X1A

September, [redacted] would serve as acting Ch until the appointment

25X1A

[redacted] as c

25X1A

* [redacted] would return to in mid-1961, after the Agency would [illegible]

to serve as Program Coordinator

of the Register in January

Thus, by the end of its first full year of oper the Reference Center was fairly well established and its continued develop ment would remain un interrupted by the reorga izational upheavals which were destined sweep the Agency o the next several ye

The year 1948 bega new era, not only fo Reference Center and fo whose collection — dissemin

— 181 —

reference function. It

at this point in time, e

described in the previous

section, that the two m

events occurred which

would have a major im

on the function's develop-

ment: the advent of

James M. Andrews and

25X1A [redacted]

A&M's decision to mer

OCD and the Reference Co

because of the former's

procedural ineffectivene

and the close inter-relati

between the two activitie

toward the close of 19

25X1A

apprised [redacted] of t two impending developments. In addition,

25X1A

[redacted]s Management

25X1A

Branch under [redacted] already had completed plans for the RC-OCD merger by time ~~that~~ Andrews arri in January 1948 to bec chief of the Reference Cen Scarcely three months later, on 3 May 1948, the Reference Center and OCD ~~two components~~ were combined into a single O of Collection and Dissem under Andrews. 66 Cap

teristically, Jamie Andre
he had obtained carte
authority to change t
merger plans and the
organizational surger
was performed accor
to the blueprint which
he and his staff drew
and not according to
~~rather than~~ the plan p
pared by [redacted]
and his management
officers — "much to
chagrin," according to one source.

The new Office of
Collection and Dissemi

25X1A

that was formed in

1948 was the organizat

as well as the functi

model that would re-

main basically uncha

for almost twenty

years. ~~The vitally inte-~~

~~twined~~ collection and

dissemination ~~activitie~~

had ~~now~~ been ~~function~~
the vitally intertwined activity

geared to reference

single direction. The

Office, of course, contained
reference

the six original divisions

plus the collection and dissem

from the original OCD. The functions of

activities had been rede

and re-established as the seventh office component -- the Liaison Division (LD), chief of which would be

25X1A

[redacted].

Thus, [in addition to LD,] the reconstructed OCD contained the Machine Division, the Library, the Biographic, Industrial, Graphic and Contact Control Registers, and the new Liaison Division.*

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* To avoid excessive detail, the traditional titles of OCD's sub-divisions will be used from this point forward, even though titular changes would continue to occur for two years -- e.g., for most of 1948 the Central Index would be known as the Machine Methods Branch before final designation as the Machine Division; the Registers' names would be shortened; and organizational indicators would differ until the CIA General Order of September 1949 **68** directed Agency adoption of the usual vertical departmental organizational structure (office-to-division-to-branch).

It was also at this time, [illegible] recalled, that the mail and courier activities of A&M's Central Records Division were transferred to OCD, thus returning the Top Secret and registered document control functions. On 21 May, three weeks after the merger, Dr. Andrews appointed an Air Force [redacted]

25X1A

25X1A

[redacted] as his deputy assistant director and Ken Ad[illegible] was named Executive Assistant Director. 69/ ~~In the same month, the National Security~~ ~~Council issued NSC 10 the~~ ~~which formally delegated to~~

By the end of May, other events of developmental significance had occurred. First, the Library's Community-oriented document coding scheme, now officially called the Intelligence Subject Code (ISC), was in experimental operation. Early ~~March of~~ in 1948, the system planners had finally concluded that the document classification scheme had crystallized to a degree that justified its use on a trial basis and that the Intellofax System -- that is the ISC and the necessary hardware then under development -- gave reasonably sure promise of providing a satisfactory mechanical solution to the reference problems. On 15 March 1948, the first edition of the Intelligence Subject Code Manual was publish and in April the Library began the ISC indexing of intelligence documents and the preparation of descriptive abstracts for selected documents. Pending the development of the Intellofax hardware, the indexed documents were ?→ stored manually. In brief, the Intelligence Subject Code or ISC was a six-digit numerical framework b developed by OCD with IAC, ORE and (later) OSI cooperation, which permitted the subject and area indexing of intelligence documents for machine retrieval. The first Manual, of course, was experimental and constant changes ~~had to be~~ were necessary ~~effected~~ to adapt the new system to consumer demands. By October, 1958 however, the volume would have been increased to where the coding operation was keeping pace with the flow of incoming documents.

The second significant development in early 1945 was the first official assignment of a Community-wide reference responsibility to the new Office of Collection and Dissemination. On 25 May the National Security Council issued NSCID No. 8 which formally delegated to CIA -- that is, to OCD's Biographic Register -- primary responsibility for the maintenance of data on foreign scientists and technicians. 70/ This assignment would remain the only formally-delegated Community reference responsibility for OCD and its successor organizations.

By mid-1948, OCD's growth impetus had accelerated noticeably. Its divisions' operating procedures had been improved to the point where they were all functioning effectively. In addition, the Agency's

[illegible]

recruitment program was now beginning to provide a steady flow of new people and by the end of July 1948, OCD had an on-board strength of 25X1A [redacted] The office was, in fact, in the early stage of a five-year growth period* and the expansion would not even be affected by the loss of two functions in the latter half of 1948. The first operation to be transferred out of OCD was the Contact Control Register.

Wasn't it
more than
5 years?

Effective 26 August, CCR was re-established within the Contact Branch of OO's Source Development Division (originally the Control Division). Responsibility for providing machine support for CCR's operations remained with OCD. Th 25X1A [redacted], who had directed CCR from the beginning, did not accompany the operation to OO but shortly afterward joined the newly-established Office of Policy Coordination (OPC).* The transfer of the Contact Control Register to OO's Contact Branch was the culmination of a long effort by the latter to completely control access to the index of US sources.

Actually, CCR's original placement in the Reference Center had been arbitrary and had probably resulted from two factors: availability of C16's only ~~the~~ vacuated ~~mec~~ business machine capacity in the Center and the Adkinson's previous exposure to the "contact" business. In mid-1944, after V-E Day, Adkinson, then with the General Staff Corps,* had been recruited by the Office of Strategic Services (OSS) to set up field [illegible] offices and conduct a Survey of Foreign Experts — that is, to locate organizations

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* OPC was established on 1 September 1948 under Frank Wisner to handle covert psychological operations. It thus became the fifth CIA office, joining OCD, ORE, OO and OSO. In December the sixth major component was added when the Office of Scientific Intelligence was formed (Figure 10).

* 25X1A Adkinson served on the staff of [redacted], Chief of Military Intelligence ~~Unit~~, General Staff Corps.

and individuals in the western states with knowledge of Far Eastern countries; to index their capabilities; and debrief them in response to US intelligence requirements. As a result of the operation, a file of some 10,000 5x8 cards was amassed, each of which indicated, among other things, the source's area, language and professional knowledge capabilities. After the war, a complete set of the cards was placed in the OSS Archives 72/ and it was a selected portion of these cards which became the base for CCR's files.

It is not so surprising, then, that the contact control operation was initially placed in the new Reference Center -- partly, one would assume, because of 25X1A [redacted] the experience and the expertise he had conveyed to Alfred McCormack*; and most certainly because the "index" would thus become part of the Center's vaunted machine controls. In actual

25X1A

* [redacted] who had left the General Staff, Europe to become the first Special Assistant to the Secretary of State for Research and Intelligence. In an April 1946 memorandum to the D/CIG, [redacted] 25X1A [redacted] was one of the first to urge that 25X1A the US continue its wartime domestic collection effort.

fact, at the time there was no other place to put the activity. It was very shortly afterward, however, that the Contact Branch of the new Office of Operations was established* and the battle was joined. When the mission of [redacted] was to "open up" US organizations in order to tap the flow of intelligence information from their foreign ope—

25X1A

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* October 1946.

sentatives; CCR's job in OCD was to machine index for rapid retrieval the information-producing capabilities of the individual sources involved. From the outset, this functional dichotomy was anathema to the officers of the Contact Branch's Field Division. In their opinion, no one, apparently not even their own headquarters people, could properly protect the identities of their US sources. As later noted by the Contact Division's historian, "it was obvious... that the field officers would never consent to the inclusion of their sources' identities in an index available to all of the outside intelligence agencies; or, to venture into a completely different area of dispute, to other elements of CIA." 73/ The contact control index, or CCR, remained in OCD for two more years before the OO/C position prevailed and, as we have seen, the operation was transferred out of OCD and absorbed by OO's Contact Branch.

The second function to be transferred out of OCD during the ~~second~~ last half of 1948 was the map activity carried out by the Map Division of the

Graphics Register. In June of 1947, the State-OSS map library and geographic intelligence functions had been transferred to CIA and in August were re-established in ORE as the Map Intelligence Branch under 25X1A [redacted] 25X1A [redacted] From its inception, the Graphics Register had carried out a closely-allied function in its Map Division: the codification and machine indexing of essential information on foreign maps of intelligence value held by governmental and non-governmental institutions in the U.S. It was this [OCD] activity which, in September 1948, was moved out of OCD and merged in with the Map Library Division of ORE's Map Branch. Again, however, the machine support responsibility remained with OCD.

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Machine Division. 74

By the close of 1948, OO's rate of growth was still increasing despite the two functional excisions. ~~The second of which, admittedly, could hardly be considered significant.~~ In December ~~OO's rate of~~ growth ~~however~~, ~~had~~ ~~brought~~ the its for- [illegible] had risen personnel strength to [illegible] against an authorized total of [redacted], as compared

25X1A

25X1A

to [redacted] people and an authorized total of [redacted] just 12 months previously. Operationally, the divisions were eliminating the functional flaws but service demands were increasing even faster than personnel strength. Key reassignments continued to be rather frequent.

25X1A

25X1A

25X1A

In August, [redacted] [redacted] was ~~appointed~~ brought into OCD as chief of the Industrial

Register where 25X1A [redacted] 25X1A [redacted] had been chief *pro tem*. In September, 25X1A [redacted] returned to the Air Force to be succeeded as OCD's Deputy Assistant Director by 25X1A [redacted] 25X1A [redacted] on loan from the Army; and 25X1A [redacted] 25X1A [redacted] replaced 25X1A [redacted] 25X1A [redacted] as Acting chief of the Biographic Register. In December, Commander 25X1A [redacted], who had been, for the Navy and State Dep CIA desk officer in the old OCD's liaison operation, was named chief of the Liaison Division, replacing the division's first chief

25X1A

[redacted]

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With one exception, the key assignments remained unchanged during 1949. The ~~one~~ single exception was the arrival of

25X1A [redacted]

25X1A [redacted] who became chief of the Biographic Register on 3 January 1949,[75] retaining

25X1A [redacted] as his deputy.

25X1A [redacted] in GR and 25X1A [redacted]

in R staff had no deputies — at least in the titular sense. In the new liaison division, Marine Colonel

25X1A [redacted] served

as Commander Williams' deputy; ~~in the new Liaison Division~~; 25X1A [redacted] worked under as Assistant Librarian; and 25X1A [redacted] continued in the Archive Division as 25X1A [redacted] deputy. By 1949, the Executive and Coordinating Staffs had been replaced by the Administrative Staff and the Operations Staff, the former headed by 25X1A [redacted] although she would not be formally appointed until December of 1950[76]), and the latter 25X1A by [redacted]

In the Library, [redacted] 25X1A [redacted] had succeeded. January (as Top Secret Control (TSCO), Officer, CIA Records Administrator and Custodian of Registered Documents. 25X1A [redacted], the original TSCO had transferred to ORE when the Central Records Division had been ~~transferred~~ merged with to the reorganized OCD in

May 1948. 771* In February 1949, functions of the former Central Records Division, which had been transferred from A & M at the time of the OCD-Reference Center merger, were reorganized within OCD. The mail and courier activity became the responsibility of OCD's Administrative Staff and the Administrative Records, the Forms Control and the Records Management (CIA Archives) functions were assigned to the Library.

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* Throughout the first 25 years of reference service history, there have been only four Top Secret Control Officers (excluding the original
25X1A TSCO, [redacted], who never joined OCD):
25X1A [redacted] from January 1949; [redacted] from April
25X1A 1950; [redacted] from September 1954; John Hiel
25X1A in 1961; and [redacted] from 1965.
25X1A

During the first eight months of 1949, OCD's on-board strength had risen more than 25X1A [redacted] people and the authorized T/O had been increased by almost 15% to 25X1A [redacted]. In addition, the Office's operations were finally beginning to achieve the functional effectiveness that comes with experience. After its late start, for example, the Graphics Register, with 24 people, handled over 1400 requests for still photos and motion picture film during fiscal 1949. Within its field of responsibility -- preparing biographic reports and providing other types of biographic support -- the Biographic Register was amassing files on all types of foreign personalities and not simply on the foreign scientific and technical personalities for whom it was held responsible by NSCID No. 8. During ~~the~~ Fiscal 1949, the Register's staff of 25X1A [redacted] people had responded to 25X1A [redacted] requests.

The Industrial Register, also with 62 people on board, had answered 625 queries, and the reconformed Liaison Division, with 25X1A [redacted] people, had provided 2413 collection and liaison services.

The Library's broader reference ~~function~~ responsibilities naturally resulted in a far larger request total of over 22,000 for the same fiscal period; ~~the~~ ~~Library~~ it also had the largest working staff of 25X1A [redacted] people. Cumulatively, the OCD components during fiscal 1949 -- that is, after two to three years of operation, depending upon the unit -- serviced a total of 28,215 requests, almost 3,000 of which were received from non-CIA requesters. In addition, the Liaison Division received and disseminated over 25X1A [redacted] documents (including cables and airgrams) -- an increase 25X1A of almost [redacted] over the total of the previous fiscal year.[78] [79]

* It is interesting that 22 years later, in FY 1971, the 12-month total for collateral documents received had stabilized at almost exactly the same figure -- 25X1A [redacted] (exclusive of cables which, in later years, were tallied for only several months). The all-time collateral document peak of 25X1A [redacted] was registered in FY 1968. From that point forward, however, the true work measurement had to include the Special Intelligence documents which the office began receiving in 1965 and which, in FY 1971 alone totalled more than 25X1A [redacted] items.

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